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15 January 1954

AD HOC IAC COMMITTEE (WATCH)

Minutes of Meeting Held in Director's  
Conference Room, Administration Building  
Central Intelligence Agency, on 15 January 1954

Mr. Huntington D. Sheldon  
Presiding

MEMBERS PRESENT

Mr. William C. Trueheart, Office of the Special Assistant,  
Intelligence, Department of State  
Brigadier General John M. Willems, Deputy AC of S, G-2,  
Department of the Army  
Captain D. T. Eller (USN), Assistant Head, Intelligence  
Branch, ONI, Department of the Navy  
Brigadier General Millard Lewis, Deputy Director Intelli-  
gence, Headquarters USAF, United States Air Force  
Dr. Charles H. Reichardt, Intelligence Division, Atomic  
Energy Commission  
Rear Admiral E. T. Layton, Joint Intelligence Group, The  
Joint Staff  
Mr. Meffert W. Kuhrtz, Special Agent, Liaison Section,  
Federal Bureau of Investigation

ALSO PRESENT

Col. George R. Hundt, United States Air Force  
Col. Howard D. Kenzie, United States Air Force

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Secretary

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The CHAIRMAN asked for comments on the minutes of the ninth meeting as distributed.

DR. REICHARDT referred to his remarks on page 5 regarding Paragraph c, and said that although he had proposed that it become the first paragraph, attribution should be to General Lewis for the method of accomplishing this.

The CHAIRMAN, on receiving no further comments, stated that the minutes stood approved as distributed and amended.

The SECRETARY circulated copies of the G-2 proposal for an added paragraph to the list of duties to be considered by the Ad Hoc Committee. This proposal stated:

"arrange through the IAC for complete exploitation of every domestic and foreign source of indications intelligence."

GENERAL WILLEMS said that in proposing the addition of this paragraph, he was attempting to provide the means through which all possible sources could contribute to the watch function, as had been discussed at the ninth meeting.

GENERAL LEWIS said that "through the IAC" might be misunderstood, and recommended that the sentence be expanded to include the individual members.

The CHAIRMAN suggested the addition of "or any member thereof".

MR. TRUEHEART questioned the need for the word "complete", and proposed that it be dropped.

The CHAIRMAN determined that the foregoing changes represented the wishes of the Committee, and stated that the paragraph as amended reads:

"arrange through the IAC or any member thereof for exploitation of every domestic and foreign source of indications intelligence."

MR. TRUEHEART questioned whether the paragraph represented a duty of the Working Group or a duty of the Watch Committee itself. He proposed that the Ad Hoc Committee continue its review of the list of duties with the intention of going back later and indicating which ones were properly the responsibility of the Watch Committee and which of the Working Group.

ADMIRAL LAYTON suggested that when that time comes, an introductory paragraph would be required, saying, in effect, that the Working Group will perform the following duties. He said that he visualized the Working Group

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as receiving directions from the Watch Committee which, in turn, has broad responsibilities as received from the IAC.

GENERAL WILLEMS asked if the Chairman was considered to be a member of the Working Group or a member of the Watch Committee.

The CHAIRMAN stated that, in his opinion, the Chairman headed up the Watch Committee and was supported on a fulltime basis by the Working Group with the senior member thereof reporting to the Watch Committee Chairman.

GENERAL WILLEMS pointed out that the Chairman of the Watch Committee is primarily responsible for the entire watch effort, and that he should be able to accomplish certain of his responsibilities through the head of the Working Group. However, he thought that the greatest effectiveness would be through the Watch Committee itself. Therefore, he said, it is impossible to divorce the Working Group from the responsibility of the Watch Committee, and the former must share in the responsibility and functioning of the Watch Committee itself. He said that as present Chairman of the Watch Committee, he felt that he was a part of the present Secretariat.

The CHAIRMAN said that his concept was that the individual agencies would nominate representatives to the Watch Committee, the Chairman of which would work closely with the individual members. There is also to be a full-time staff, the Working Group, directly responsible to the Watch Committee and, in particular, to its Chairman. In that sense, he said, the Watch Committee Chairman directs the operations of the Indications Center and its Working Group. He determined that this was the concept of the majority of the members of the Ad Hoc Committee.

GENERAL LEWIS offered that the Watch Committee might be thought of as a board of directors with the Working Group as the staff that does the detailed work. Thus, the Chairman of the Watch Committee would be the chairman of the board.

MR. TRUEHEART agreed, and stressed that the board of directors should be substantive and not limited to procedural duties alone.

ADMIRAL LAYTON proposed that the paragraph under discussion become a, with all other paragraphs moving up one letter.

The CHAIRMAN determined that this was agreeable to the Committee, and stated that the paragraph as amended was tentatively approved as the new a.

The CHAIRMAN asked for comments on Paragraph e, which read:

"maintain in readily usable form a complete and integrated file of all available intelligence indications of Soviet-Communist preparations for attack."

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He expressed the feeling that "Soviet-Communist preparations for attack" was less tight than the phraseology approved by the Committee elsewhere in the Draft Terms of Reference, and suggested that this be changed to "pertaining to the Watch Committee mission."

GENERAL WILLEMS proposed the transposition of the words "intelligence indications" as he felt that "indications intelligence" was an understood phrase.

MR. TRUEHEART asked if flexibility was being denied the Working Group through the use of the words "complete" and "all", and wondered if this would require quantity at the possible expense of quality.

GENERAL LEWIS pointed out that there are now certain super-sensitive items which are not being sent to the Watch Committee, and said that he felt it most important that such items not be withheld. He was aware that such items could be given only on a strict need-to-know basis, and recognized that the individuals responsible for the security of such items would be unwilling to make them known to a large group. He said that possibly selected members of the Watch Committee and the Working Group could be made aware of such super-sensitive items.

The CHAIRMAN said that he considered the entire watch project as highly sensitive, and feared the creation of a circle within a circle. He said that as far as CIA is concerned, no person would be detailed to either the Watch Committee or the Working Group to whom full CIA information could not be given.

GENERAL LEWIS pointed out that the size of the present Watch Committee meetings precluded the submission of super-sensitive items from time to time, and said that he favored the establishment of some procedure that would ensure that the key members were made aware of items which, for security reasons, could not be given to a large group. He pointed out that although the number of such items would probably be very small, they still could be extremely vital.

CAPTAIN ELLER said that the Navy feeling is that security is weakened when a large number of people attend Watch Committee meetings. He felt sure that there had been times when operational matters involving intelligence had not been presented.

GENERAL WILLEMS pointed out that it had been helpful in the past to have technical experts contribute to the Watch Committee deliberations, and expressed the opinion that visitors from other elements of Intelligence were

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frequently able to contribute after they had actually observed the Watch Committee method of operation through attendance at the meetings. He thought it desirable that this be continued if properly controlled.

MR. TRUEHEART proposed that super-sensitive matters be presented to the Watch Committee members alone in executive session.

DR. REICHARDT pointed out that a precedent exists for this in that the IAC occasionally meets in executive session, such sessions being attended by the senior IAC members plus support members from the agency submitting the item. He suggested that the Watch Committee consider its conclusions at an executive session at the end of each regular and special meeting. Then, should there be super-sensitive items to be submitted, they could be brought up at this session.

ADMIRAL LAYTON cited an historical example of the danger of withholding certain information, and stressed that the Watch Committee members should be of such stature that all pertinent information could be given to them.

The CHAIRMAN asked if it was the Committee's concept that the substantive members of the Working Group be recipients of super-sensitive information.

GENERAL LEWIS thought that this would be desirable, provided the number of recipients was strictly limited, probably not to exceed one for each agency.

The CHAIRMAN proposed that the words "complete" and "all" be retained in the paragraph under discussion and that they be defined by the word "pertinent".

He determined that the paragraph was tentatively approved by the Committee. It reads:

"maintain in readily usable form a complete and integrated file of all pertinent available indications intelligence."

He asked for comments on Paragraph f, which read:

"maintain wall maps, charts, and other display material which will most effectively illustrate and interpret graphically the current situation and long-range trends with respect to Soviet-Communist operations for offensive action."

He proposed that the paragraph be changed to include the development of graphics and mechanical aids and techniques to assist in the interpreting process, and suggested that such techniques, now in embryonic form, needed further study in the hope that they might be used effectively by the Watch Committee.

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ADMIRAL LAYTON said that the Chairman's proposal should be a separate paragraph which made clear that such development initially was to be on a trial basis only. He recalled that General Sanford and General Porter at the IAC meeting of 6 October 1953 had urged that the concept of graphics and mechanical aids be explored experimentally without interruption of current operations.

The CHAIRMAN recalled that the JIG paper submitted to the Ad Hoc Committee at its first meeting on 30 October brought out the trial-basis suggestion.

GENERAL LEWIS said that he thought such devices could be used as aids but should never be considered substitutes for brains.

The CHAIRMAN offered to submit a suggested paragraph to the next Ad Hoc Committee meeting.

MR. TRUEHEART proposed that Paragraph f stop with the word "trends".

CAPTAIN ELLER referred to "long-range", and cautioned against the use of any words that would suggest that the Watch Committee is in the estimating business. He proposed the substitution of the word "cumulative".

The CHAIRMAN determined that the Committee desired the inclusion of the concept that graphics materials should assist the indications process, and said that Paragraph f was tentatively approved to read:

"maintain wall maps, charts, and other display material which will most effectively assist in illustrating and interpreting graphically the current and cumulative indications."

He called for comments on Paragraph g, which read:

"coordinate with the individual members of the Watch Committee the selection of indications for consideration by the Committee at regular and special meetings."

He suggested that after the word "indications" there be added "and prepare draft reports and conclusions."

He explained that this would not deny the Watch Committee the right to redraft, re-edit, or eliminate any part of the draft report.

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GENERAL WILLEMS said that he held a different view as he was apprehensive that the watch effort would, in time, suffer through the loss of active participation by the key Watch Committee members. He said that he did not fear the initial period, but eventually Watch Committee meetings might degenerate into a rubber-stamp operation or into a quibble over minutiae in the paper that had been drafted and submitted by the Working Group. He spoke favorably regarding the spontaneity that is now evident in Watch Committee meetings, and pointed out that, at the present time, the Watch Committee members as a group consider each item with a minimum of preconceived agency position.

MR. KUHRITZ cautioned against stating the duties in such a manner that the submission of items to the Watch Committee would be delayed through the need for preparing conclusions prior to the submission of each item.

GENERAL LEWIS said that he had in mind final conclusions of all material considered at a meeting rather than conclusions on each submitted item.

The CHAIRMAN suggested that any misunderstanding regarding conclusions might be overcome if the wording was "and prepare draft reports and recommendations with respect to conclusions."

GENERAL WILLEMS said that the members of the present Watch Committee are able to grasp the problems personally, and are, in his opinion, best qualified to draw warranted conclusions. He said that he visualized the Working Group as providing assistance to the Watch Committee, but not as the body that would write up and propose wording prior to the Watch Committee meeting.

DR. REICHARDT asked if the Working Group should assist in the preparation of draft reports and evaluations.

The CHAIRMAN answered that such wording, as well as the next paragraph proposed by G-2, suggested that such drafting be done after the meeting, and that this was contrary to his concept of the most effective way to do the job.

ADMIRAL LAYTON said that he favored having the Watch Committee do its own drafting and drawing of conclusions, and thus avoid becoming a rubber-stamp committee.

MR. TRUEHEART said that he agreed that the Watch Committee must always be completely enmeshed in the substantive details of the watch process, but that he had not yet formulated an opinion regarding the CIA proposal. He pointed out the importance of having the Watch Committee's conclusions stated with precision to ensure that they were conveyed accurately to the recipients.

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GENERAL LEWIS asked if the present military and civilian rank of the Watch Committee members was high enough to ensure proper emphasis.

GENERAL WILLEMS replied that as Chairman of the present Watch Committee, he was well satisfied with the level of ability represented there, and felt that rank per se was not of primary importance. He offered that high ranking officers usually have many other responsibilities, and that it might be difficult for them to devote the necessary time to the Watch Committee effort.

MR. TRUEHEART said that he felt an agency's top Russian expert, provided he was concerned with day-to-day Russian affairs, should serve as the Watch Committee member.

GENERAL LEWIS suggested that the Watch Committee member might hold a position somewhere between that of the top Russian expert and that of the Director of Research for the agency being represented.

ADMIRAL LAYTON said that the primary importance of rank was that it ensured the individual's standing in his own organization.

GENERAL WILLEMS said that the Ad Hoc Committee had expressed its feelings regarding the importance of the Watch Committee job when it tentatively approved the preamble to the Draft Terms of Reference.

DR. REICHARDT agreed that if individuals with very high rank are nominated for the Watch Committee, they probably would not have time for constant attention to the substantive details. He suggested that the Ad Hoc Committee might wish to consider recommending the establishment of a separate box on agencies' organization charts.

GENERAL LEWIS thought that some compromise was indicated in the opposing positions expressed at the meeting.

MR. TRUEHEART suggested that individual members of the Ad Hoc Committee bring alternate paragraphs to the next meeting if they so wished.

The CHAIRMAN agreed that this would be desirable, and said that he would have an alternate paragraph to propose. He said that he is definitely opposed to any procedure that would permit the Watch Committee to develop into a rubber-stamp operation, but that he felt that a solution could be found by the Ad Hoc Committee to ensure the best method of operation.

There being no further business to come before the Committee, the meeting adjourned at 12:30 p.m.

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